CONTENTS

List of Figures .......................... page viii
List of Tables ........................... xi
List of Contributors ..................... xiii

1 The Measurement and Development of Professional Performance: An Introduction to the Topic and a Background to the Design and Origin of This Book .......................... 1

SECTION 1: CHALLENGES IN PAST AND CONTEMPORARY EFFORTS TO MEASURE AND TRAIN THE OBJECTIVE PERFORMANCE OF PROFESSIONALS

2 The 20th-Century Revolution in Military Training .................................. 27
Ralph E. Chatham

3 Developing Professional Expertise with a Cognitive Apprenticeship Model: Examples from Avionics and Medicine .............................. 61
Susanne P. Lajoie

4 Leadership Development and Assessment: Describing and Rethinking the State of the Art ......................................................... 84
Michael D. Mumford, Tamara L. Friedrich, Jay J. Caughron, and Alison L. Antes

5 Revolutions, Leaders, and Diagnosticians: Reflections on the Themes in Chapters 2–4 .......................................................... 108
Earl B. Hunt
### Section 2: Past and Contemporary Efforts to Design Instruction, Train, and Maintain Professional Performance

6  Research on Past and Current Training in Professional Domains: The Emerging Need for a Paradigm Shift  
   Jeroen J. G. van Merriënboer and Eddy W. Boot  
   Page 131

7  Designing Training for Professionals Based on Subject Matter Experts and Cognitive Task Analysis  
   Jan Maarten Schraagen  
   Page 157

8  How to Help Professionals Maintain and Improve Their Knowledge and Skills: Triangulating Best Practices in Medicine  
   Dave A. Davis  
   Page 180

9  Advances in Specifying What Is to Be Learned: Reflections on the Themes in Chapters 6–8  
   Richard E. Mayer  
   Page 203

### Section 3: The Assessment and Training of Skilled and Expert Performers in the Military

10  Toward a Second Training Revolution: Promise and Pitfalls of Digital Experiential Learning  
    Ralph E. Chatham  
    Page 215

11  Evaluating Pilot Performance  
    Brian T. Schreiber, Winston Bennett, Jr., Charles M. Colegrove, Antoinette M. Portrey, David A. Greschke, and Herbert H. Bell  
    Page 247

12  Contrasting Submarine Specialty Training: Sonar and Fire Control  
    Susan S. Kirschenbaum, Shelley L. McInnis, and Kevin P. Correll  
    Page 271

13  Training Complex Cognitive Skills: A Theme-Based Approach to the Development of Battlefield Skills  
    Scott B. Shadrick and James W. Lussier  
    Page 286

14  Structuring the Conditions of Training to Achieve Elite Performance: Reflections on Elite Training Programs and Related Themes in Chapters 10–13  
    Robert A. Bjork  
    Page 312
### Contents

**SECTION 4: THE DEVELOPMENT OF EXPERTISE AND EXPERT PERFORMANCE**

15  The Influence of Learning Research on the Design and Use of Assessment  
*Eva L. Baker*  
333

16  Acquiring Conceptual Expertise from Modeling: The Case of Elementary Physics  
*Kurt VanLehn and Brett van de Sande*  
356

17  Teaching for Expertise: Problem-Based Methods in Medicine and Other Professional Domains  
*Henny P. A. Boshuizen*  
379

18  Enhancing the Development of Professional Performance: Implications from the Study of Deliberate Practice  
*K. Anders Ericsson*  
405

19  It Takes Expertise to Make Expertise: Some Thoughts About Why and How and Reflections on the Themes in Chapters 15–18  
*John D. Bransford and Daniel L. Schwartz*  
432

20  The Value of Expertise and Expert Performance: A Review of Evidence from the Military  
*J. D. Fletcher*  
449

21  Expertise in the Management of People: A New Frontier for Research on Expert Performance  
*Susan E. F. Chipman*  
470

Name Index  
495

Subject Index  
512